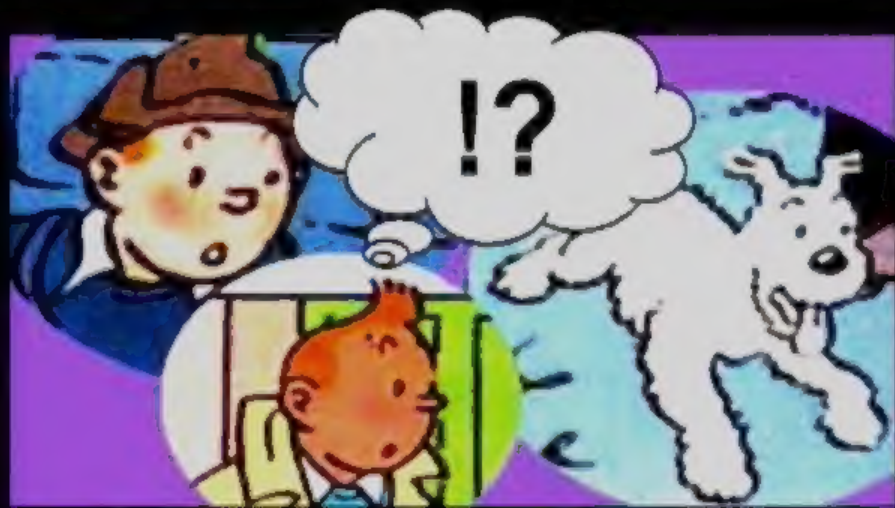


**SHOULD WE  
UNSHRINK  
MICROSOFT?**

**SHOULD WE  
UNSHRINK  
MICROSOFT?**



**“Sure there have been  
deaths and injuries in  
boxing – but none of  
them **serious.**”**

**Alan Minter**

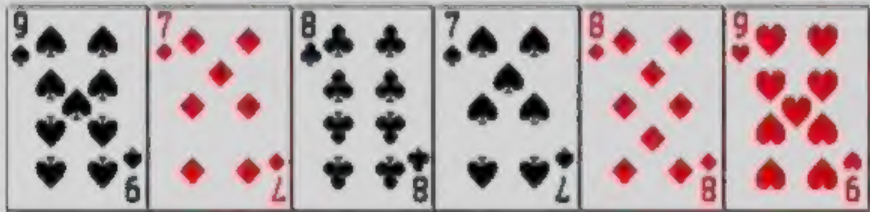
**“I would not be  
bothered if we **lost**  
every game as long as  
we **won** the league.”**

**Mark Viduka**

You are here

















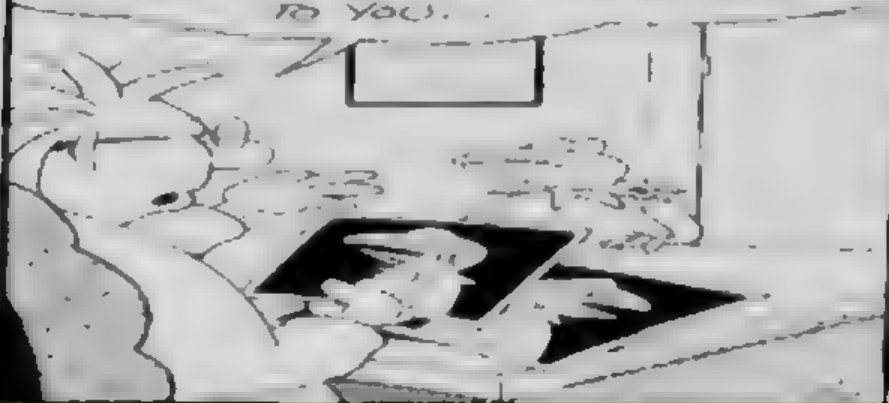


off the mark

by Mark P. ...

www.offthemark.com

HAVE A SEAT, MR. FROG. THOSE  
X RAYS MAY COME AS A SHOCK  
TO YOU.



**WHY  
PEOPLE  
HATE  
MICROSOFT**

**Hate Microsoft 35,708**

**Love Microsoft 3,110**

**Hate Intel 357**

**Love Intel 395**

**Love Mac 5,980**

**Hate Mac 730**

**Hate Linux 1,020**

**Love Linux 8,650**

**Love IBM 581**

**Hate IBM 206**

**Hate Google 138**

**Hate Macromedia 34**

**Love Macromedia 246**

**Hate Sony 592**

**Love Sony 2,790**

**Love AMD 608**

**Hate AMD 111**

**Hate Netscape 1,540**

**Love Netscape 611**

**Hate AOL 3860**

**Love AOL 905**

**Hate Napster 260**



"Taken to its logical conclusion, Microsoft's claim that it has the right to keep Kennedy from disclosing his results is tantamount to saying the company can keep Road & Track from testing the performance of a car that has a little bit of Microsoft software embedded somewhere."

"Taken to its logical conclusion, Microsoft's claim that it has the right to keep Kennedy from disclosing his results is tantamount to saying the company can keep Road & Track from testing the performance of a car that has a little bit of Microsoft software embedded somewhere."

~~Hate Microsoft~~ ~~12,798~~

Love Microsoft 3,110

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Love Intel 395

Love Mac 5,980

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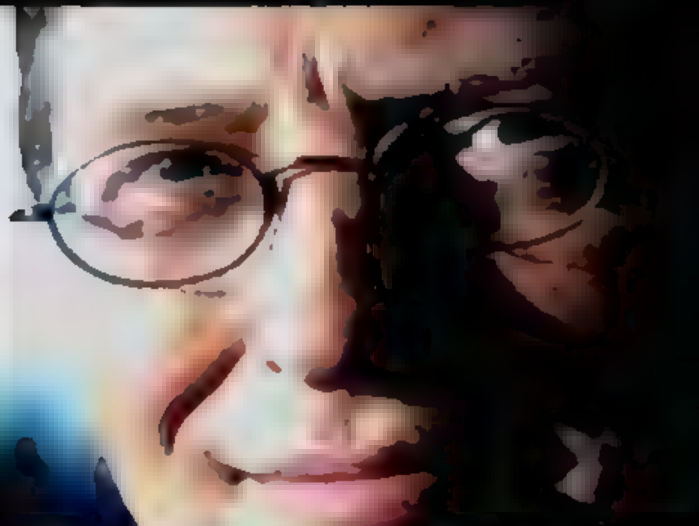
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**RAGE AGAINST THE MACHINE**



**"I might call it deep-seated hatred."**



**"The world views him as one of its  
more aggressive predators, he sees  
himself as defenceless man"**

Microsoft - The Word - February 1991



"Microsoft is like a disease, please  
understand it is hard for me to write or  
even pronounce the word "Micro\$oft" #

"My friends all think I'm a **Servant of Satan** because I get my pay check from Microsoft. I want to be able to attend a party and proudly say 'I work for Microsoft' without worrying about being **ambushed** by a posse of Linux or Mac zealots. I want to be able to attend a family reunion and boast about my Microsoft employment without everybody asking for my help troubleshooting all these weird **Windows problems** they keep having... But right now I have to **lie about my job**. I can't keep living this deception forever! I want to be able to sleep at night! **Why does the public hate us so much?** I'm sick of ethical dilemmas!"



"But you guys—and with all due respect—are considered evil bastards. I mean, that's what you're about. Everybody hates you. Why is that? Why the difference in perception? How does it affect you personally, and how does it affect the way you guys do business going forward?"

McDonalds Cake Fly Terminator Whale Surfer at the  
End of A Long Day Borg Glacier Federal Gov't  
American Idol Crocodile Russian Front Dog With  
Bricks Tied To It's Head Matrix Agents Car Company  
Snake Oil Sales Man Obi-Won Capricious elephant Kid  
Who Grew Up Too Fast The Weather Runner Opening Up  
Lead Ill-tempered Sea Bats with Lasers Attached To Their  
Heads Vegas Casino Japanese Company A Cult of Bill  
World Trade Center Incubator of Ideas Old Weathered  
Gunfighter Wounded Tiger Kmart Steed of the Nazgul Bad  
Analogy Factory Playing Pinball The Military Barbarians  
 Battleship Nerf Ball Shark Sawdust with Turpentine Sauce  
Mr Todd Abusive Girlfriend CIA Hydra America's Strong  
Star Devil Creek Dealer Troll Startup with One Venture  
Capitalist Dentist for T-Rex intellectual Roach Motel  
Paranoid Elephant Fleet of Small Ships Peacocks  
Communism Darth Vader Rabid Wolf Cocoon Islam Bad  
Child Heinz Disease Religion Marriage USA Old Lover  
Tortoise Who Won The Race Starfish Abusive Husband  
Dictatorship Black Wall Dance of The Black Widow Mafia

One is, how do we make nicey-nice? I agree. One is, they're nothing, screw them. The third option is, they're something; how do we really compete aggressively? And I would venture number three as a more likely scenario. It is out of respect that we compete.

"The teachers are saying, Johnny, you are three times bigger than anybody else in this class. John, I'm going to watch you, because if you even fall down wrong, let alone beat some other kid up, you're going to hurt him. So I'm watching you, Johnny. Now don't fall over, Johnny, or we'll put you on a diet, or we'll do something to you, Johnny. That's the analogy that applies here. Johnny hasn't been a bad kid. At least, not my Johnny."



"My own garden is my own garden," said the Giant; "any one can understand that, and I will allow nobody to play in it but myself."

**WHY  
SHOULD  
YOU CARE?**

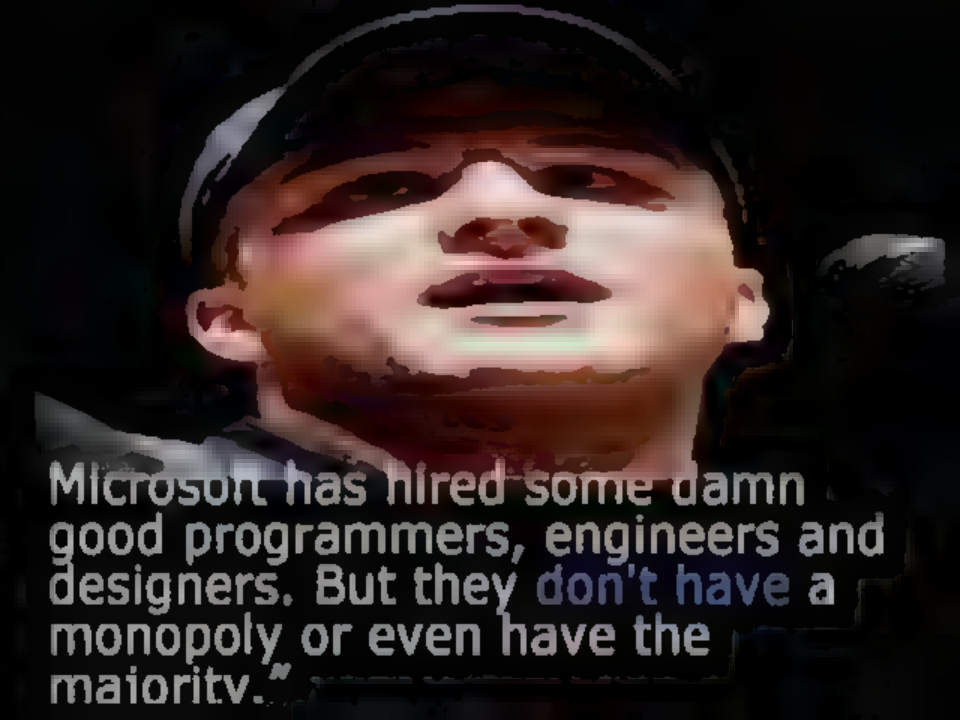
-[Big] companies are NOT  
'super' innovative and DON'T  
produce reliable products. Do  
you really need the next  
version of Office? I don't think  
so. The only thing that sells  
software these days is the  
innovation factor"

"Linux is reliable -- it never crashes, it's secure. Wouldn't it be sweet if the market was more like Linux."

"They spend less, and they get more. What could be better than that?"

"You've got thousands of the best programmers in the world poring over Linux code, incorporating everything that we've all learned about how to build a better operating system."





Microsoft has hired some damn good programmers, engineers and designers. But they don't have a monopoly or even have the majority."



"If you stand and wait for six hours, you'll see the whole thing," he said, his voice conveying a slight hint of awe at the magnitude of what Netscape, the company he founded, is giving away."

20:1

"I predicted that the Linux kernel will become the Windows kernel, with the Windows GUI attached as a front end, thereby eliminating the need to do any further development on the kernel and saving all of that programming cost"

**"Macromedia's support among developers is likely to be its biggest asset in bridging the gap between the desktop and the browser."**

**"They've thrown the ball out onto the playing field without really knowing where it's going to go."**

"What is maddening, is the terrible notion that a person's value depends on how important and financially successful they are, and that that is measured in terms of money."

"It's no wonder Rafi Khan wanted to spend his summer here on Microsoft Corp.'s lush, green campus: Shuttles move workers from one office building to another, and there are gym memberships, cable and maid service - all for free.

The problem for Khan was that thousands of others wanted the same thing. For those in the computer sciences, Microsoft is the **Emerald City** of internships."

"Microsoft has such a unique atmosphere that once you're there and it clicks with you, that's the only place you want to develop software."



"Recovering from current external perceptions of Microsoft as a paranoid, untrustworthy, greedy, petty, and politically inept organization will take years. Being the lowest cost commodity producer during such a recovery will be arduous, and will have the side-effect of changing Microsoft into a place where creative managers and accountants, rather than visionaries, will call the shots."

"There is a new frontier, where software "collectives" are being built with ad hoc protocols and with clustered devices. Robotics and automation of all sorts is exposing a demand for sophisticated new ways of thinking. Consumers have an unslakable thirst for new forms of entertainment. And hardware vendors continue to push towards architectures that will fundamentally change the way that software is built by introducing fine-grained concurrency that simply cannot be ignored. There is no clear consensus on systems or application models for these areas.

Useful software written above the level of the single device will command high margins for a long time to come.

Stop looking over your shoulder and invent something!"

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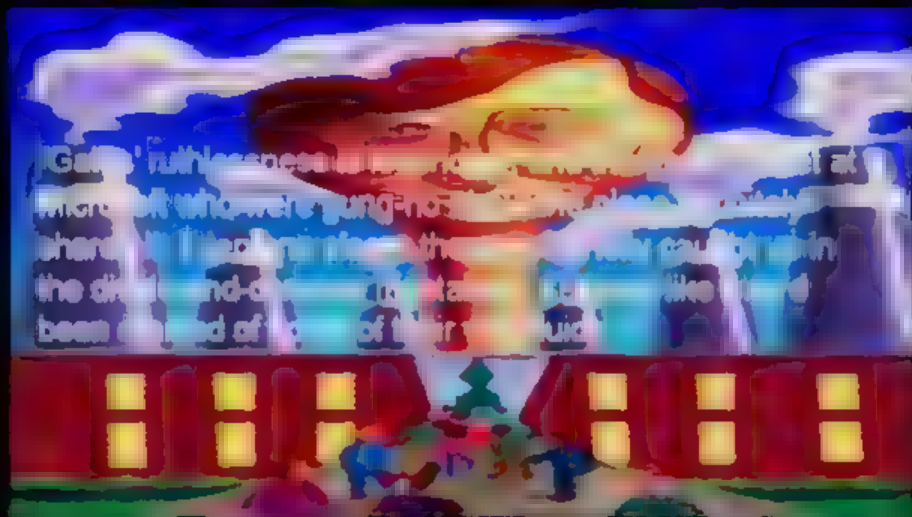


**" Microsoft cannot prosper during  
the open source wave as an island,  
with a defence built of litigation &  
proprietary protocols "**



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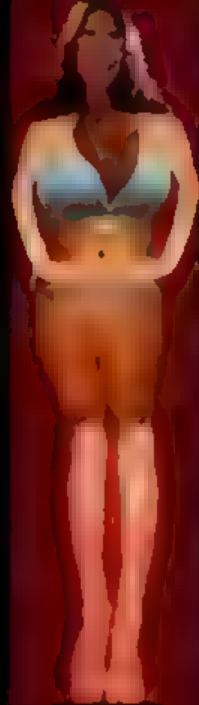
"First they ignore you, then they laugh at you, then they fight you, then you win."



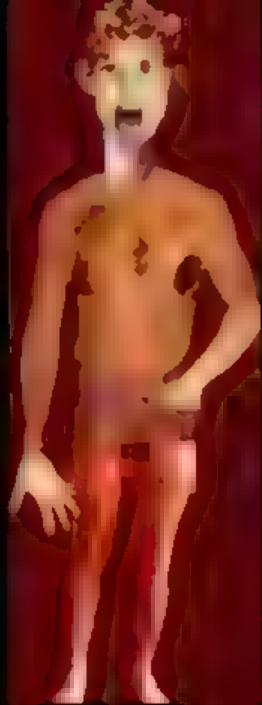
**“Do I Need To Know You?”**

"The company has always paid about 20 to 30 percent beneath the industry average, pushes many techies to burnout levels, and pares it's workforce by 5% each year to bring in fresh blood."





**"Relationships  
cannot be  
bought, traded or  
owned. They can only be  
built between two groups  
who want to  
move  
beyond  
transactions."**



"When a company develops an **ETHICAL CODE** for the **wrong reasons**-i.e. simply to boost sales or avoid lawsuits-ethical standards throughout the organization **actually drop.**"



**"Give early and give often"**

.. FOR YOU SEE, BILL GATES KNEW THAT A  
TERRIBLE YEK BUG WAS COMING, AND HE TRIED  
TO RALLY EVERYONE TOGETHER TO FIGHT IT

YOU MUST LISTEN TO ME

LET US WORK  
TOGETHER ONLY AND  
WITH LOVE TO HELP  
EVERYONE



YOU ARE  
WRONG.



THERE IS NO  
PROBLEM. IN  
FACT WE CAN  
MAKE MONEY  
OFF THE  
SUCKERS.

NO L MO'S  
HLHL,  
GOTTA GO



"I worried about my employment prospects after I became disabled during college, but Microsoft has done a flawless job of ignoring my disability when it is irrelevant, and assisting me whenever it hinders me physically"

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3



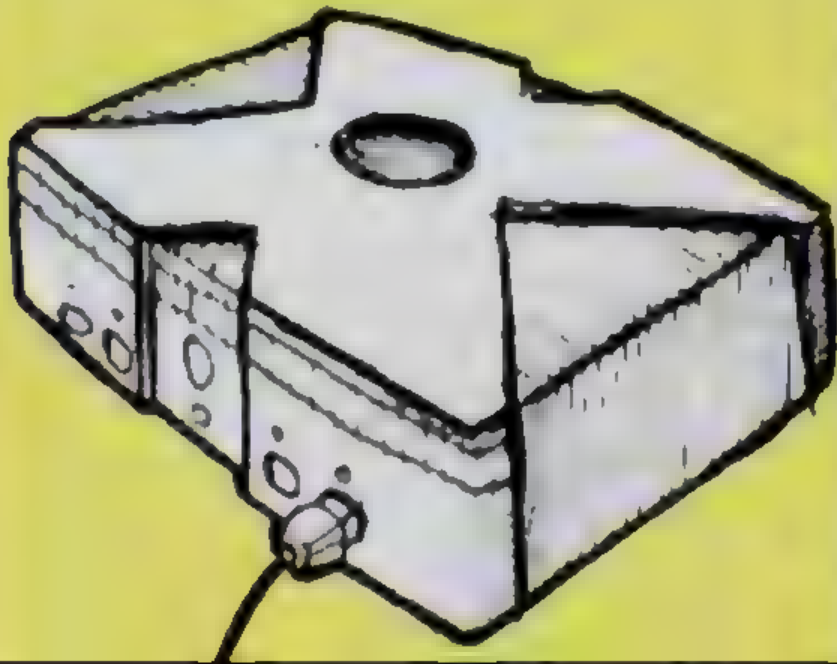
threedegrees

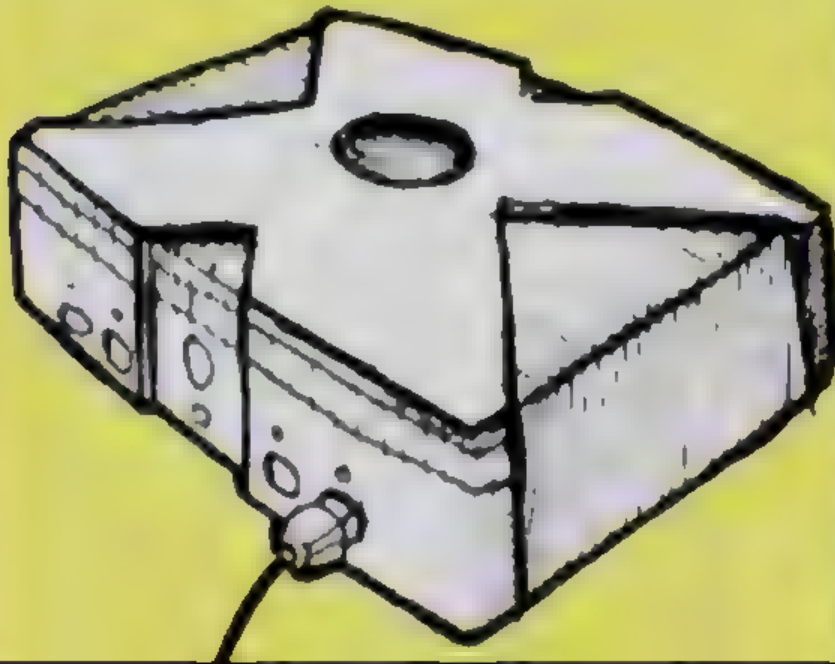
Utilitarian. Striving  
for the Greatest  
Good? Deontological.  
The Golden Rule?



Utilitarian. Striving  
for the Greatest  
Good? Deontological.  
The Golden Rule?

"When a company develops an **ETHICAL CODE** for the **wrong reasons**-i.e. simply to boost sales or avoid lawsuits-ethical standards throughout the organization **actually drop.**"





"A company filled with cutting-edge ideas, rigorous accountability, and relentless attention to detail."



**YOU ARE WHAT YOU DO ?**


**YOU ARE WHAT YOU CAN BECOME**

**“MBO presupposes that subordinates are independent enough to negotiate (power), willing to take risks (uncertainty), and see performance as important (masculinity).”**

**"Sawn bona** is a greeting meaning 'I see you' the response is **Sikhona** 'I am here' all part of the spirit of **Ubuntu Ngumuntu** **Nagabuntu** meaning A person is a person because of other people."



What has happened is the development of a battle weary, war fatigued, bunker mentality, where R&D is as cost. The concept of providing sufficient space for an NHS employee to just 'think', and to do so with sufficient guidance and frequency to allow the thinking muscles to flex and grow, is **unthinkable.**

A close-up photograph of a baby's face. The baby has a neutral expression and is looking directly at the camera. On top of the baby's head, there are several black, pointed devil horns. The background is a solid, vibrant green color. The overall image has a slightly grainy, high-contrast quality.

**WORK COMES BEFORE LIFE ?  
LIFE ALWAYS COMES FIRST.**

Doctor Morton's  
Famous

# BRAIN WASH

BEER  
WORKS

ABV

4.7%

**"You have no confidence  
in yourself. You are weak  
and inadequate."**



**THE BOSS IS SUPERHUMAN?  
WE ARE ALL HUMAN.**

Play Doctor  
or Nurse

With [illegible] From The [illegible]

Start up at [illegible]

Nurse  
[illegible]  
\$8.99

Doctors  
[illegible]  
Starting  
\$1

**BEHAVIOURAL CHANGE?**  
**TEAM COMPETENCY?**



**THEY are the enemy**

**There is only ICE**

**Rule 1: The User Is in Charge**

**Rule 2: The World Is Your R&D Lab**

**Rule 3: Good Failures Are Better**

**Rule 4: Great People Self-Manage**

**Rule 5: If Users Come, So Will Money**



"Microsoft is greedy and dishonest, while the Linux community is naive, unrealistic, and disorganized. Trying to pick between them is like trying to select between George Bush and Al Gore."





"folded together" (*cum+plicare*)

"woven together" (*cum+plexere*)